

Washington State Department of Personnel Leadership Development Services – Services for Supervisors

The Washington State Department of Personnel offers a variety of services that help leaders at all levels grow and succeed. Take advantage of our broad range of leadership consulting, targeted training and other developmental options. In classrooms statewide, in your organization or at your computer, we provide leadership solutions to meet your needs.

Developing Effective Supervisors

The Department of Personnel's supervisor training and development courses provide the essentials of what a new supervisor needs to know and succeed. In partnership with South Puget Sound Community College, we offer two comprehensive supervisory packages and a variety of electives that are available now.

Register Today

Supervision Essentials – Phase I. Basic training for new supervisors. This new four-day practical skills program meets the state requirement for new supervisors. Program topics include:

- The role and legal responsibilities of a supervisor or manager
- Performance management practices and processes
- Compensation
- Recruitment and selection
- Labor relations
- Human resources practices and processes

Supervision Essentials – Phase II. Because good supervision requires more than basic practical skills, this two-day package builds on Phase I to further develop the supervisor as a leader. Program topics include:

- Role of the supervisor
- Risk management
- Planning and goal setting
- Situational leadership
- Communication styles and skills
- Motivation and delegation
- Team dynamics and conflict resolution
- Career development

Electives

The Department of Personnel regularly evaluates and updates its elective leadership course offerings. We currently provide over 20 elective courses ranging from the Governor's Plain Talk and GMAP initiatives to budget planning, performance coaching and negotiations. Please visit the DOP website at www.dop.wa.gov for our most current schedule.



Washington State Department of Personnel Leadership Development Services – Mid-Manager Development

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Current Opportunities for Mid-level Managers

Mid-Management Leadership Academy (Olympia). In partnership with The Evergreen State College, DOP announces the first Washington State Mid-Management Leadership Academy. This new six-day program is the product of input and effort from the HR Sub-cabinet, a leadership advisory team and a thorough analysis of best practices. The academy consists of six days of classroom time and one month of independent project work.

Instructors from The Evergreen State College, respected state managers and state government leadership development experts will lead the program. The core leadership program focuses on the basic competencies needed to be successful as a public sector mid-level manager.

- Nomination/registration deadline: February 24, 2006
- First session: March 22-24, and April 26-28, 2006

HELP II. The HELP II program is a critical program for supervisors and managers seeking to limit their exposure and liability to lawsuits. It includes a series of one and two day courses taught by attorneys from the global employment and labor law firm Littler Mendelson.

The HELP II program is current with the changes brought by the Personnel System Reform Act and the latest updates to state and federal laws. Participants will review and discuss real case studies and leave with a thorough understanding of the “dos” and “don’ts” in the workplace.

- HELP II – Managing diversity
- HELP II -- Ethical Leadership and Decision Making
- HELP II -- Violence Assessment and Prevention
- HELP II – Preventing Discrimination and Managing Accommodations

360° Leadership Assessment. The 360° Leadership Assessment is a powerful performance assessment and feedback process completed by your managers, subordinates, peers and customers and based on essential leadership competencies. The results are accurate, credible and motivating for both the leadership team and individuals.



Coming Soon for Mid-Managers

- Crucial Conversations (Spring 2006)
- Additional management assessment tools (Fall/Winter 2006)
- Risk management (Fall/Winter 2006)
- Organizational performance assessment (Fall/Winter 2006)

Elective Leadership Courses

The Department of Personnel offers a variety of elective leadership course offerings. Examples include:

- Writing Documents in Plain Talk
- GMAP
 - Linking Resources to Results
 - Data Analysis for Decision Makers
 - Using Data and Statistical Tools to Analyze and Improve Performance
- Resolving Interpersonal and Organizational Conflict
- The Language of Leadership
- Performance Coaching: Empowering Others to be Their Best
- Negotiation

Please visit the DOP website at www.dop.wa.gov for the most current schedule.

Contact

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Washington State Department of Personnel Leadership Development Services – Senior Leader Development

The Washington State Department of Personnel offers a variety of services that help leaders at all levels grow and succeed. Take advantage of our broad range of leadership consulting, targeted training and other developmental options. In classrooms statewide, in your organization or at your computer, we provide leadership solutions to meet your needs.

Unique Challenges and Diverse Solutions

Senior-level managers have already acquired a broad array of management skills throughout their careers. As public sector division chiefs, deputy directors and agency directors, your leadership challenges are unique and dynamic. You must not only maintain your organization's internal bottom line but also possess the strategic vision to lead it in new directions.

The Department of Personnel's senior leadership services help the senior-level leader get to the next level. Whether you are new to executive-level leadership or a management veteran striving to adapt and grow in today's dynamic public sector environment, the Department of Personnel can help you achieve your goals.

Executive Management Services: Available Now

The Cascade Center for Public Service and Leadership. In partnership with the University of Washington's Cascade Center, DOP offers a two-week program to help leaders develop their skills, make their programs more effective and increase customer satisfaction. The Center is based at the University of Washington's Daniel J. Evans School of Public Affairs in Seattle.

- Session 1: July 2006
- Session 2: August 2006

360° Leadership Assessment. The 360° Leadership Assessment is a powerful performance assessment and feedback process completed by your managers, subordinates, peers and customers and based on essential leadership competencies. The results are accurate, credible and motivating for both the leadership team and individuals.

- 360° assessment services available now

Leadership Coaching. Leadership experts from DOP and the private sector are ready to work with individual leaders and management teams to help solve problems and build leadership capacity.

Customized Services. DOP also offers a variety of customized services for individuals and management teams. Contact our team of professionals for more information.



Executive Management Services: Coming Soon

HELP II Executive Overview. This executive session presents a dramatic picture of the past, present and future of the workplace through insight and analysis from employment and labor law firm Littler Mendelson. It will explore leading trends and help analyze which development will directly affect your organization and your role and responsibilities as agency leaders.

- HELP II projection: Spring 2006

Executive Forums. The Department of Personnel is organizing a series of nationally recognized speakers to speak on topics relevant to public sector leaders. The forums will provide an opportunity to learn from and interact with the speakers without a significant time commitment.

- First forum projection: Fall 2006

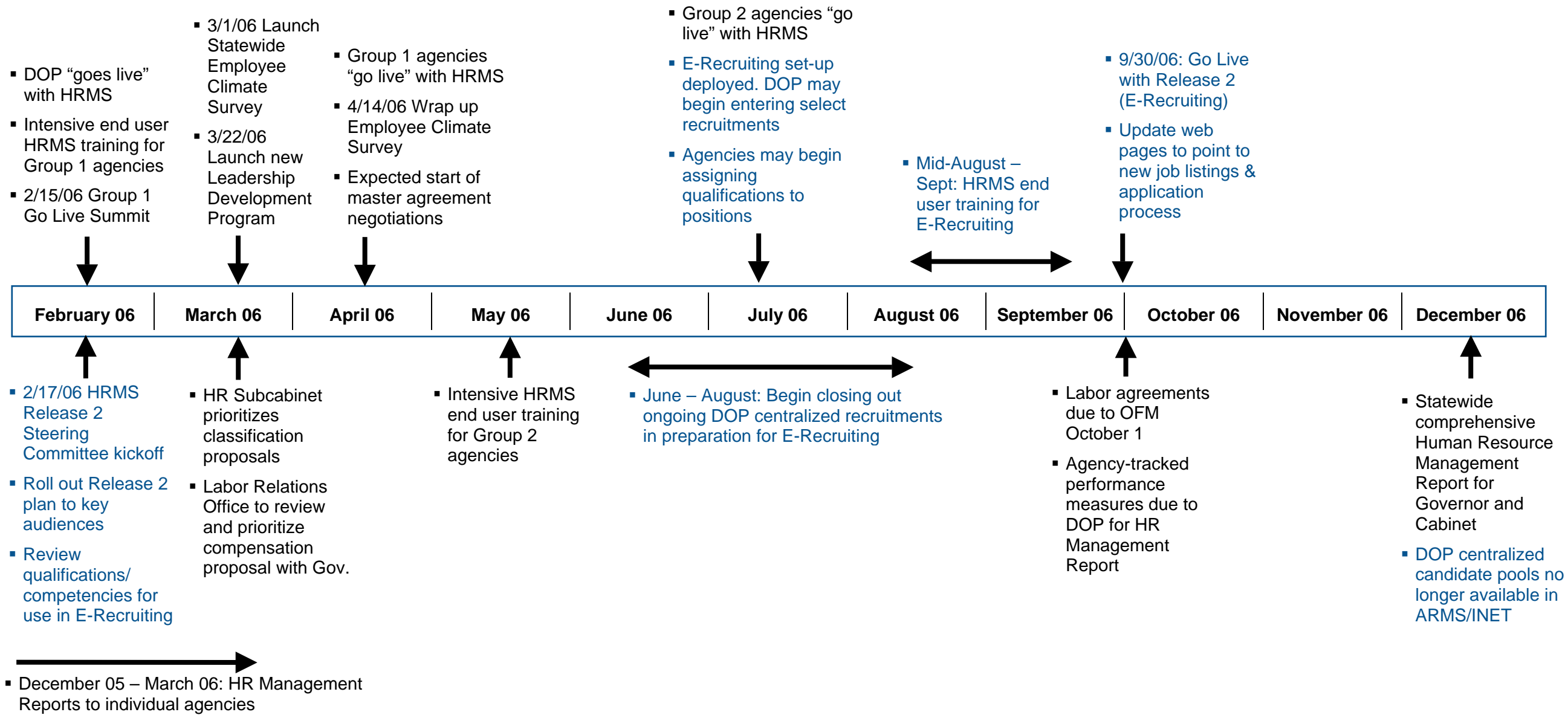
Harvard Executive Seminar. DOP is bringing Harvard University's Driving Government Performance faculty chair Bob Behn, Ph.D., to Olympia this fall. Dr. Behn, a globally-recognized expert in public sector leadership, will lead an executive seminar for public officials with explicit responsibility for improving performance and producing results.

- Executive seminar projection: Fall 2006

Contact

Jason Schweizer, Ph.D., 360.664.1935 or JasonS@dop.wa.gov

Key Dates Timeline
Washington State Department of Personnel
HRMS Release 2 Activities (in blue)



HRMS Release 2 Overview

Release 2 is the next phase of the Human Resource Management System (HRMS) project. It will deliver a web-based recruitment package, grievance tracking, and will lay the foundation for future HR functionality.

■ **Scope of Release 2**

- E-Recruiting
- Grievance Tracking (implementation date to be determined)

■ **Schedule**

- Now through August 2006: Design, build and test system
- Mid-August through September: End user training for E-Recruiting
- September 30, 2006: Go-Live with E-Recruiting

■ **E-Recruiting (web-based recruitment)**

- Replaces current DOP tools (INET online application, ARMS referral system, online job postings)
- Decentralized so agencies can do recruitment in a way that meets their needs
- Provides a tool for managing the entire process, from targeting potential candidates to applicant tracking and screening, through integrating new employees into the HRMS system
- Attracts the best talent by marketing the state of Washington as the employer
- Job seekers expect to find and apply for all state jobs in one place
- Agencies will need to determine their business strategy and how they will use the E-Recruiting tool
- Some business processes may need to be modified
- Review and update agency policies, processes and procedures to prepare for using the new tools

■ **Agency involvement**

- Release 2 Steering Committee (OFM, DIS, DOC, DOH, DSHS, DOL, DOT, DOP)
- Operations Committee (Agency Deputy Directors)
- Release 2 Change Agents (may be different from Release 1 Change Agents)
- Subject Matter Experts Group (assisting with design details)
- Assistance with communications, testing and training

How leave is processed in HRMS

You will see a slight accrual difference per pay period between HRMS and the old system because HRMS is able to calculate monthly accruals more precisely. Both calculations result in the same total annual accrual.

For example, an employee who earns 176 hours of annual leave per year will earn 12 equal amounts (14.6667 hours) each month. Accrual is rounded to the second decimal for the earnings statement.

In the old system, annual leave accrues in 11 equal increments calculated to the first decimal, and must be adjusted in the twelfth month. That means an employee earning 176 hours per year would receive 14.7 hours per month, then 14.3 hours in the twelfth month.

Actual employee accrual rates vary based on the number of years the employee has been in state service. The rules for leave are set by civil service rules and collective bargaining.

When does leave accrue and when does it show in the earnings statement?

Fulltime employees who have at least 80 hours of regular time and paid leave (including vacation and sick leave) within a calendar month are eligible to accrue leave. Overtime hours are not counted for leave accrual.

Employees who have their 80 hours within the first pay period (between the first and the fifteen) will accrue leave on the sixteenth of that month. The accrual will appear on the earnings statement received on the tenth of the next month (reflecting the pay period of the sixteenth through the end of the month).

If an employee doesn't reach the 80-hour threshold until the second pay period (sixteenth through the end of month), leave will accrue on the first day of the following month and appear on the earnings statement received on the twenty-fifth of that month (reflecting the pay period of the first through the fifteenth).

If an employee has met the 80-hour requirement and needs to use leave prior to the system accrual date, the HRMS Payroll Processor or Leave Corrections Processor can adjust the leave balance to immediately credit the monthly accrual.

Vacation and sick leave accruals for part-time general government employees are proportionate to the number of hours in paid status in the month to that required for full-time employment.

When does leave taken show up in the earnings statement?

When leave is taken, it will appear on the earnings statement for the pay period in which the leave activity is entered. Entering leave before the end of the pay period in which the leave was taken ensures the earnings statement will reflect accurate leave data. Leave entered after the earnings statement for the pay period has been processed can be applied retroactively to the period in which it was taken.

Human Resource Management System (HRMS)

Deputy Directors' Meeting

March 2, 2006



Agenda

- Group 0 Go Live
- HRMS Status Overview
- Establishing Priorities for System Changes
- Release 2 Update




Group 0 Go Live - DOP Implemented Successfully

- DOP implemented on schedule
- First 2 payrolls processed successfully
- All employees got paid
- Interfaces with key statewide systems working
- HRISD help desk operational
- Work on important system changes for Group 1 and 2 agencies continues as planned

Group 1 Preparations Go Live Scorecard – February 2006

Go Live Criteria	Group 0	Group 1	Group 2	Trend
System Stability	Green	Yellow	Yellow	Improving
Data Integrity	Green	Yellow	Yellow	No change
Pay1 Readiness	Green	Green	Green	No change
Agency Readiness	Green	Green	Yellow	Improving
Integration with CSA Systems	Green	Yellow	Yellow	Improving
End User Readiness/ Training	Green	Green	Yellow	Improving
Operational Readiness	Green	Yellow	Yellow	Improving

- Group 1 Final decision – February 28
- As it stands now, we are ready for Group 1
- Group 1 agencies should accelerate their Go Live plans

	On track for Go Live
	At risk for Go Live
	Immediate changes required to make Go Live

Group 1 Preparations - Key Go Live Proof Points

What We Need to Be Able to Demonstrate	Grp 0	Grp 1	Grp 2
■ HRMS meets the State's requirements identified for Release 1	✓	✓	✓
■ HRMS complies with 7/1/2005 collective bargaining rules	✓	✓	✓
■ Pay1 can process Group 2 after Group 1 goes live	✓	✓	✓
■ No significant payroll calculation issues exist	✓	✓	✓
■ HRMS performs within the required payroll calendar	✓	✓	✓
■ HRMS can successfully create warrants, ACH transactions and earnings statements	✓	✓	✓
■ HRMS can exchange data with critical agency shadow systems	✓	02-06	02-06
■ No significant financial reporting/balancing issues exist	✓	02-06	05-06
■ Pay1 data can be successfully converted to HRMS	✓	02-06	05-06
■ HRMS roles have access needed to support their job	✓	✓	✓
■ Training materials represent how users need to use SAP to complete HR and payroll processing	✓	✓	✓
■ End users have completed required training	✓	03-06	06-06

Ongoing Maintenance Establishing Priorities for System Changes

- All work assignments tracked and prioritized through 1 toolset and procedure
 - Production issues; required changes; approved changes
- Prioritization Method
 - Critical – directly prevents DOP from completing transactions critical to HR & payroll
 - Failure to fix prevents the State from running payroll or balancing the books
 - Failure to fix breaks Federal or State law and no work-around exists
 - High - directly prevents Group 1 or 2 agencies from completing transactions critical to HR and payroll
 - Failure to fix breaks a State law or bargaining agreement and no work around exists

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Ongoing Maintenance Establishing Priorities for System Changes

- Medium – important issues affecting Group 0, 1 or 2 end users' ability to use the system but does not prevent the agency from completing critical transactions
 - Work-around exists
 - Mission critical processes can be completed
 - Examples: receiving interfaces from HRMS and managing internal agency workload
- Low – inconsequential to the State's abilities to complete transactions critical to HR & payroll
- Governance
 - DOP – prime decision maker
 - HRMS Sub-Cabinet Committee – provides input on enterprise priorities and reviews all suggested changes for prioritization

Agency Resources

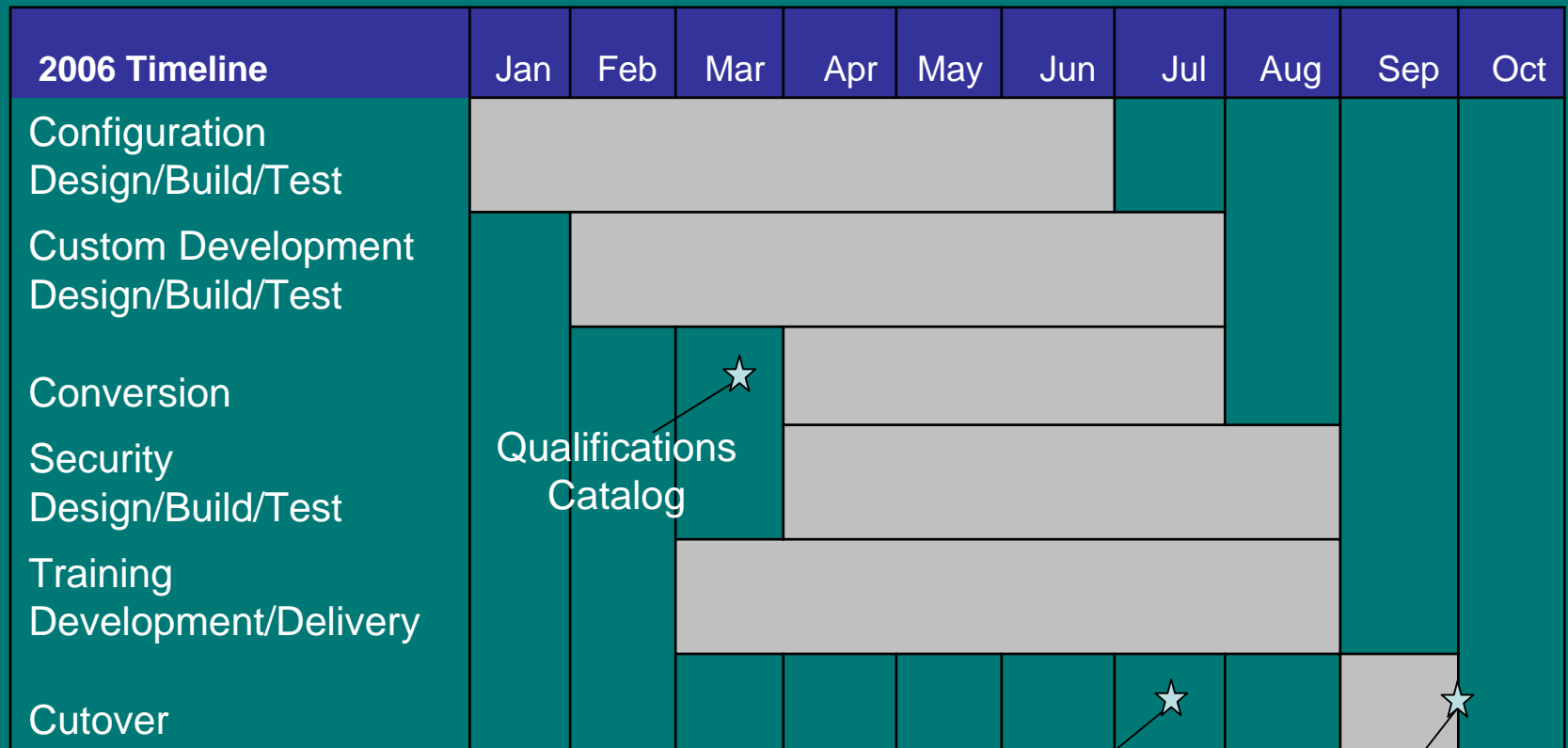
- End-User Training Materials
<http://hrms.dop.wa.gov/end-users.htm>
- Employee Communications Products
<http://hrms.dop.wa.gov/communicate.htm>

HRMS Release 2 Update

March 2, 2006

Release 2

Supports recruitment and grievance management.



SAP
Qualifications & E-Recruiting
Set-up Deployed

E-Recruiting
Go-Live

Release 2 Steering Committee

■ Membership

- Eva Santos, Director, DOP; Gary Robinson, Director, DIS; Wolf Opitz, Deputy Director, OFM; Liz Dunbar, Deputy Secretary, DSHS; Sharon Whitehead, Deputy Director, DOL; Melanie Roberts, Deputy Secretary, DOC; Paula Hammond, Chief of Staff, DOT; Bill White, Deputy Secretary, DOH

■ Roles

- Project Sponsorship
- Risk Mitigation
- Issues Resolution
- Communication

■ Responsibilities

- Attend regular meetings
- Review project status and issues
- Provide advice on resolving issues, mitigating risks
- Allocate appropriate resources to participate in workgroup activities

Release 2 Change Agents

- Re-visit who best to be assigned to this role
 - Release 2 has more of an HR focus than Release 1
 - Workload will overlap with Release 1 deployment
- Provide name of your Release 2 Change Agent to your DOP Client Services Manager by 3/15